

**TOWNSHIP OF BIG CREEK**  
**OSCODA COUNTY, MICHIGAN**  
**AUDITED FINANCIAL STATEMENTS**  
**MARCH 31, 2008**

**TOWNSHIP OFFICIALS**

Supervisor

James Booth

Clerk

Judy Berney

Treasurer

Susan Avery

**TRUSTEES**

Marian Buchanan

Rex McGregor

**TOWNSHIP OF BIG CREEK**

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## James M. Anderson, P.C.

CERTIFIED PUBLIC ACCOUNTANT

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### INDEPENDENT AUDITOR'S REPORT

September 4, 2008

Township Board  
Big Creek Township  
Oscoda County, Michigan

I have audited the accompanying financial statements of the governmental activities, each major fund and the aggregate remaining fund information of the Township of Big Creek, as of and for the year ended March 31, 2008, which collectively comprise the Township's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the Township's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. I believe that my audit provides a reasonable basis for my opinion.

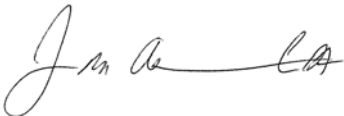
In my opinion, the financial statements referred to in the first paragraph present fairly, in all material respects, the financial position of the governmental activities, each major fund activity, and the aggregate remaining fund information of the Township of Big Creek, as of March 31, 2008, and the respective changes in financial position thereof and for the year then ended in conformity with accounting principles generally accepted in the United States of America.

The management's discussion and analysis on pages 3-8 and budgetary comparison information on pages 25-30 are not a required part of the basic financial statements but are supplementary information required by accounting principles generally accepted in the United States of America. I have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the supplementary information. However, I did not audit the information and express no opinion on it.

MEMBER MACPA and AICPA

Township Board  
Big Creek Township  
September 4, 2008  
Page 2

My audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Township of Big Creek's basic financial statements. The introductory section and combining financial statements are presented for purposes of additional analysis and are not a required part of the basic financial statements. The combining financial statements have been subjected to the auditing procedures applied in the audit of the basic financial statements and, in my opinion, are fairly stated in all material respects in relation to the basic financial statements taken as a whole. The introductory section has not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, I express no opinion on them.

A handwritten signature in cursive script, appearing to read "J M Anderson, P.C.", written in dark ink.

JAMES M. ANDERSON, P.C.  
CERTIFIED PUBLIC ACCOUNTANT

## **TOWNSHIP OF BIG CREEK MANAGEMENT'S DISCUSSION AND ANALYSIS**

As management of Big Creek Township (the "Township"), we offer readers of the Township's financial statements this narrative overview and analysis of the financial activities of the Township for the fiscal year ended March 31, 2008.

### **Financial Highlights**

- . The assets of the Township exceeded its liabilities at the close of the most recent fiscal year by \$859,014 (*net assets*). Of this amount, \$195,483 (*unrestricted net assets*) may be used to meet the Township's ongoing obligations.
- . The Township's total net assets decreased by \$11,618.
- . As of the close of the current fiscal year, the Township's general fund, reported an ending fund balance of \$194,491, an increase of \$21,311 in comparison with the prior year.
- . At the end of the current fiscal year, the unreserved fund balance for the general fund was \$194,491 or 58% of total general fund expenditures.

### **Overview of the Financial Statements**

This discussion and analysis is intended to serve as an introduction to the Township's basic financial statements. The Township's basic financial statements consist of three components: 1)Government-wide financial statements, 2)Fund financial statements, and 3)Notes to the financial statements. This report also contains other supplemental information in addition to the basic financial statements themselves.

**Government-wide financial statements.** The *Government-wide financial statements* are designed to provide readers with a broad overview of the Township's finances, in a manner similar to a private-sector business.

The *statement of net assets* presents information on all of the Township's assets and liabilities, with the difference between the two reported as *net assets*. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position of the Township is improving or deteriorating.

The *statement of activities* presents information showing how the Township's net assets changed during the most recent fiscal year. All changes in net assets are reported as soon as the underlying event giving rise to the change occurs, *regardless of the timing of related cash flows*. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods.

**TOWNSHIP OF BIG CREEK  
MANAGEMENT'S DISCUSSION AND ANALYSIS (CONTINUED)**

Both of the Government-wide financial statements present functions of the Township that are principally supported by taxes and intergovernmental revenues (*governmental activities*). The governmental activities of the Township include general government, public safety, public works, and recreation. The Township does not have any business-type activities as of and for the year ended March 31, 2008.

The Government-wide financial statements can be found on pages 9-10 of this report.

**Fund financial statements.** A *fund* is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The Township, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of the Township can be divided into two categories: governmental funds and fiduciary funds.

**Governmental funds.** *Governmental funds* are used to account for essentially the same functions reported as *governmental activities* in the Government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on *near-term inflows and outflows of spendable resources*, as well as on *balances of spendable resources* available at the end of the fiscal year. Such information may be useful in evaluating a Township's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the Government-wide financial statements, it is useful to compare the information presented for *governmental funds* with similar information presented for *governmental activities* in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between *governmental funds* and *governmental activities*.

The Township maintains two governmental funds. Information is presented in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures, and changes in fund balances for the General and Road Improvement Fund.

The Township adopts an annual appropriated budget for its governmental funds. Budgetary comparison statements or schedules have been provided for the governmental funds herein to demonstrate compliance with the budget.

The basic governmental fund financial statements can be found on pages 11 and 13 of this report.

**Fiduciary funds.** Fiduciary funds are used to account for resources held for the benefit of parties outside the Township. Fiduciary funds are *not* reflected in the Government-wide financial statements because the resources of those funds are *not* available to support the Township's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

**TOWNSHIP OF BIG CREEK  
MANAGEMENT'S DISCUSSION AND ANALYSIS (CONTINUED)**

**Notes to financial statements.** The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements. The notes to the financial statements can be found on pages 17-24 of this report.

**Government-wide Financial Analysis**

A portion of the Township's net assets (77%) reflects its investments in capital assets (e.g., land, land improvements, buildings, and equipment); less any related debt used to acquire those assets that is still outstanding. The Township uses these capital assets to provide services to the community; consequently, these assets are *not* available for future spending.

**Township's Net Assets**

	Governmental Activities			
	2008	2007	Variance	%
Current and Other Assets	\$ 198,313	\$ 178,768	\$ 19,545	10.93
Capital Assets, Net	<u>663,531</u>	<u>696,565</u>	<u>(33,034)</u>	<u>(4.74)</u>
Total Assets	861,844	875,333	(13,489)	(1.54)
Current Liabilities	<u>2,830</u>	<u>4,701</u>	<u>(1,871)</u>	<u>(39.80)</u>
Total Liabilities	2,830	4,701	(1,871)	(39.87)
Net Assets				
Invested in Capital Assets, Net				
of Related Debt	663,531	696,565	(33,034)	(4.74)
Unrestricted	<u>195,483</u>	<u>174,067</u>	<u>21,416</u>	<u>12.30</u>
Total Net Assets	<u>\$ 859,014</u>	<u>\$ 870,632</u>	<u>\$ (11,618)</u>	<u>(1.33)</u>



**TOWNSHIP OF BIG CREEK  
MANAGEMENT'S DISCUSSION AND ANALYSIS (CONTINUED)**

The Township's net assets decreased by \$11,618 during the current fiscal year. Unrestricted net assets - the part of net assets that can be used to finance day to day operations, increased by \$21,416 or 12%, during fiscal year 2008.

**Township's Changes in Net Assets**

	<b>Governmental Activities</b>		<b>Variance</b>	<b>%</b>
	<b>2008</b>	<b>2007</b>		
<b>Revenue:</b>				
Program Revenue:				
Charges for Services	\$ 21,151	\$ 28,675	\$ (7,524)	(26.23)
Operating Grants and Contributions	20,658	25,649	(4,991)	(19.45)
General Revenue:				
Property Taxes	82,652	81,953	699	0.85
State-Shared Revenues	233,280	236,580	(3,300)	(1.39)
Interest	1,084	2,218	(1,134)	(51.12)
<b>Total Revenue</b>	<u>358,825</u>	<u>375,075</u>	<u>(16,250)</u>	<u>(4.33)</u>
<b>Expenses:</b>				
General Government	183,317	194,200	(10,883)	(5.60)
Public Safety	96,888	79,996	16,892	21.11
Public Works	79,069	73,300	5,769	7.87
Recreation and Cultural	11,169	13,114	(1,945)	(14.83)
<b>Total Expenses</b>	<u>370,443</u>	<u>360,610</u>	<u>9,833</u>	<u>2.72</u>
<b>Increase in Net Assets</b>	(11,618)	14,465	(26,083)	(180.31)
Net Assets, Beginning of Year	<u>870,632</u>	<u>856,167</u>	<u>14,465</u>	<u>1.68</u>
<b>Net Assets, End of Year</b>	<u>\$ 859,014</u>	<u>\$ 870,632</u>	<u>\$ (11,618)</u>	<u>(1.33)</u>

**Governmental activities.** The Township's total governmental revenues decreased by \$16,250 from last fiscal year. This was primarily attributed to the decrease in revenues from service revenues and operating grants. Expenses increased by \$9,833. The increase was primarily due to additional fire department expenditures.

**Financial Analysis of the Government's Funds**

As noted earlier, the Township uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

**TOWNSHIP OF BIG CREEK  
MANAGEMENT'S DISCUSSION AND ANALYSIS (CONTINUED)**

As of the end of the current fiscal year, the Township's governmental funds reported combined ending fund balances of \$195,483, an increase of \$21,416 in comparison with the prior year. The *undesignated fund balance*, which is available for spending at the Township's discretion, constitutes 100% of this total amount.

The primary governmental fund is the General Fund of the Township. As a measure of the general fund's liquidity, it may be useful to compare both unreserved fund balance and total fund balance to total fund expenditures. Undesignated fund balance represents 58% of total general fund expenditures.

The fund balance of the General Fund increased by \$21,311 during the current fiscal year.

**General Fund Budgetary Highlights**

The Township's budgets are prepared in accordance with Michigan Law. The budgeted funds are the General and Road Improvement Funds.

**Capital Assets and Debt Administration**

**Capital assets.** The Township's investment in capital assets for its governmental activities as of March 31, 2008, amounted to \$663,531 (net of accumulated depreciation). Investment in capital assets includes land, land improvements, buildings, and equipment. Additions totaled \$5,362 for the fiscal year.

**Township's Capital Assets  
(net of depreciation)**

	<u>2008</u>	<u>2007</u>	<u>Total Percentage Change</u>
Land	\$ 148,796	\$ 148,796	0.00
Buildings and Improvements	427,553	442,023	(3.27)
Vehicles and Equipment	<u>87,182</u>	<u>105,746</u>	<u>(17.55)</u>
Total	<u>\$ 663,531</u>	<u>\$ 696,565</u>	<u>(4.74)</u>

Additional information on the Township's capital assets can be found in note F on page 23 of this report.

**TOWNSHIP OF BIG CREEK  
MANAGEMENT'S DISCUSSION AND ANALYSIS (CONTINUED)**

**Factors Bearing on the Township's Future**

The following factors were considered in preparing the Township's budget for the 2008-2009 fiscal year:

- . The State of Michigan has made significant cuts in their operating budgets due to a down turn of the economy. For 2007-2008, the Township received \$233,280 in state shared revenues, representing 65% of the revenues in the General Fund. The amounts of state shared revenues for future periods is uncertain and will affect the Township's budget.
- . The Township voted to convert all payments previously made to the Sewer Authority as capital contributions rather than debt.

**Requests for Information**

This financial report is designed to provide a general overview of the Township's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to:

**Big Creek Township  
P.O. Box 197  
Luzerne, MI 48636**

TOWNSHIP OF BIG CREEK  
STATEMENT OF NET ASSETS  
MARCH 31, 2008

ASSETS	<u>Governmental Activities</u>
Current Assets:	
Cash and investments	\$ 63,008
Receivables:	
Taxes receivable	92,721
Accounts receivable	4,074
Other Governmental Units	<u>38,510</u>
Total Current Assets	198,313
Non-Current Assets:	
Capital Assets - Net	<u>663,531</u>
Total Assets	<u>861,844</u>
LIABILITIES	
Current Liabilities:	
Accounts Payable	<u>2,830</u>
Total Current Liabilities	<u>2,830</u>
NET ASSETS	
Invested in Capital Assets, Net of Related Debt	663,531
Unrestricted	<u>195,483</u>
Total Net Assets	<u><u>\$ 859,014</u></u>

The accompanying notes are an integral part of these financial statements.

TOWNSHIP OF BIG CREEK  
STATEMENT OF ACTIVITIES  
FOR THE YEAR ENDED MARCH 31, 2008

	<u>Expenses</u>	<u>Charges for Services</u>	<u>Operating Grants and Contributions</u>	<u>Capital Grants and Contributions</u>	<u>Net (Expense) Revenue</u>
GOVERNMENTAL ACTIVITIES					
General Government	\$ (183,317)	\$ 16,750	\$ 6,581	\$ -0-	\$ (159,986)
Public Safety	(96,888)	-0-	-0-	-0-	(96,888)
Public Works	(79,069)	-0-	14,077	-0-	(64,992)
Recreation and Cultural	<u>(11,169)</u>	<u>4,401</u>	<u>-0-</u>	<u>-0-</u>	<u>(6,768)</u>
Total Governmental Activities	<u>\$ (370,443)</u>	<u>\$ 21,151</u>	<u>\$ 20,658</u>	<u>\$ -0-</u>	<u>\$ (328,634)</u>
GENERAL REVENUES					
Property Taxes Levied for:					
General Purpose					81,327
Public Works					1,325
State Shared Revenue not restricted to specific purposes					233,280
Investment Earnings					<u>1,084</u>
Total General Revenues					<u>317,016</u>
Change in Net Assets					(11,618)
Net Assets - April 1					<u>870,632</u>
Net Assets - March 31					<u>\$ 859,014</u>

The accompanying notes are an integral part of these financial statements.

TOWNSHIP OF BIG CREEK  
BALANCE SHEET  
GOVERNMENTAL FUNDS  
MARCH 31, 2008

	<u>General</u>	<u>Road Improvement</u>	<u>Totals</u>
<b>ASSETS</b>			
Cash and investments	\$ 62,141	\$ 867	\$ 63,008
Taxes receivable	91,396	1,325	92,721
Accounts receivable	4,074	-0-	4,074
Due from other units of government	38,510	-0-	38,510
Due from other funds	<u>1,200</u>	<u>-0-</u>	<u>1,200</u>
Total Assets	<u>\$ 197,321</u>	<u>\$ 2,192</u>	<u>\$ 199,513</u>
<b>LIABILITIES AND FUND EQUITY</b>			
Liabilities:			
Accounts payable	\$ 2,830	\$ -0-	\$ 2,830
Due to other funds	<u>-0-</u>	<u>1,200</u>	<u>1,200</u>
Total Liabilities	<u>2,830</u>	<u>1,200</u>	<u>4,030</u>
Fund Equity:			
Fund balance	<u>194,491</u>	<u>992</u>	<u>195,483</u>
Total Fund Equity	<u>194,491</u>	<u>992</u>	<u>195,483</u>
Total Liabilities and Fund Equity	<u>\$ 197,321</u>	<u>\$ 2,192</u>	<u>\$ 199,513</u>

The accompanying notes are an integral part of the financial Statements.

TOWNSHIP OF BIG CREEK  
RECONCILIATION OF FUND BALANCES ON BALANCE SHEET  
FOR GOVERNMENTAL FUNDS TO NET ASSETS OF  
GOVERNMENTAL ACTIVITIES ON THE STATEMENT OF NET ASSETS  
MARCH 31, 2008

TOTAL FUND BALANCES - GOVERNMENTAL ACTIVITIES \$ 195,483

Amounts reported for governmental activities in the  
Statement of Net Assets are different because:

Capital assets used in governmental activities are  
not current financial resources and therefore are  
not recorded in the funds. This represents the  
amounts by which capital assets used in governmental  
funds exceeds accumulated depreciation.

663,531

TOTAL NET ASSETS - GOVERNMENTAL ACTIVITIES \$ 859,014

The accompanying notes are an integral part of these financial statements.

TOWNSHIP OF BIG CREEK  
 COMBINING STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN  
 FUND BALANCE - GOVERNMENTAL FUND TYPES  
 YEAR ENDED MARCH 31, 2008

	<u>General</u>	<u>Road Improvements</u>	<u>Totals</u>
Revenues:			
Taxes and assessments	\$ 81,327	\$ 1,325	\$ 82,652
Intergovernmental	253,938	-0-	253,938
Charges for services	7,601	-0-	7,601
Rent	12,381	-0-	12,381
Interest	1,084	-0-	1,084
Other	<u>1,169</u>	<u>-0-</u>	<u>1,169</u>
Total Revenues	<u>357,500</u>	<u>1,325</u>	<u>358,825</u>
Expenditures:			
General government	171,272	-0-	171,272
Public safety	81,400	-0-	81,400
Public works	60,925	-0-	60,925
Highways and streets	16,924	1,220	18,144
Parks & recreation	<u>5,668</u>	<u>-0-</u>	<u>5,668</u>
Total Expenditures	<u>336,189</u>	<u>1,220</u>	<u>337,409</u>
Excess:			
Revenue over (under) expenditures	21,311	105	21,416
Fund Balance - April 1	<u>173,180</u>	<u>887</u>	<u>174,067</u>
Fund Balance - March 31	<u><u>\$ 194,491</u></u>	<u><u>\$ 992</u></u>	<u><u>\$ 195,483</u></u>

The accompanying notes are an integral part of these financial statements.



TOWNSHIP OF BIG CREEK  
RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES  
AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS  
TO THE STATEMENT OF ACTIVITIES  
FOR THE YEAR ENDED MARCH 31, 2008

NET CHANGE IN FUND BALANCES - TOTAL GOVERNMENTAL FUNDS \$ 21,416

Amounts reported for governmental activities in the  
Statement of Activities are different because:

Governmental funds report capital outlays as  
expenditures. However in the statement of  
activities, the cost of these assets are  
capitalized and depreciation charged to expense  
over their useful life.

(33,034)

CHANGES IN NET ASSETS - GOVERNMENTAL ACTIVITIES \$ (11,618)

The accompanying notes are an integral part of these financial statements.

TOWNSHIP OF BIG CREEK  
STATEMENT OF FIDUCIARY NET ASSETS  
MARCH 31, 2008

ASSETS		
Cash and Investments		<u>\$ 83,596</u>
LIABILITIES		
Undistributed Collections		<u>83,596</u>
Total Liabilities		<u>83,596</u>
NET ASSETS		
Net Assets		<u><u>\$ -0-</u></u>

The accompanying notes are an integral part of these financial statements.

TOWNSHIP OF BIG CREEK  
STATEMENT OF CHANGES IN FIDUCIARY NET ASSETS  
YEAR ENDED MARCH 31, 2008

REVENUES

Property Tax Collections	\$ 311,316
Interest and Other Collections	<u>3,257</u>
Total Revenues	<u>314,553</u>

EXPENDITURES

Property Taxes	311,316
Other	<u>3,237</u>
Total Expenditures	<u>314,553</u>

Excess of Revenues over Expenditures	-0-
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Net Assets - April 1	<u>-0-</u>
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Net Assets - March 31	<u><u>\$ -0-</u></u>
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The accompanying notes are an integral part of these financial statements.

TOWNSHIP OF BIG CREEK  
NOTES TO FINANCIAL STATEMENTS  
YEAR ENDED MARCH 31, 2008

NOTE A: ENTITY

The Township of Big Creek is a general law township of the State of Michigan located in Oscoda County, Michigan. It operates under an elected board and provides services to its residents in many areas including public safety, street development and maintenance, and general administrative services. As required by generally accepted accounting principles and governmental Accounting Standards Board (GASB) Statement no. 14 "The Financial Reporting Entity", these financial statements present Big Creek Township (primary government) and its component units. The criteria established by the GASB for determining the reporting entity includes oversight responsibility, fiscal dependency, and whether the financial statements would be misleading if data were not included. On this basis, the financial statements include all of the governmental functions of Big Creek Township.

NOTE B - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the Township of Big Creek conform to generally accepted accounting principles as applicable to governments. The following is a summary of the more significant policies.

GOVERNMENT-WIDE AND FUND FINANCIAL STATEMENTS: The government-wide financial statements (i.e., the statements of net assets and the statement of activities) report information on all of the nonfiduciary activities of the primary government and its component units. For the most part, the effect of interfund activity has been removed from these statements. *Governmental activities*, which normally are supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which rely to a significant extent on fees and charges for support.

Likewise, the *primary government* is reported separately from certain legally separate *component units* for which the primary government is financially accountable.

The statement of activities demonstrates the degree to which the direct expenses of a given function or segment are offset by program revenues. *Direct expenses* are those that are clearly identifiable with a specific function or segment. *Indirect expenses* are charged based upon a Township-wide cost allocation plan which allocates costs based upon the number of full time equivalents, number of transactions, and other pertinent information. *Program revenues* include (1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment and (2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items are not properly included among program revenues are reported instead as *general revenues*.

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though the latter are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements.

TOWNSHIP OF BIG CREEK  
NOTES TO FINANCIAL STATEMENTS (CONTINUED)  
YEAR ENDED MARCH 31, 2008

NOTE B - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED):

MEASUREMENT FOCUS, BASIS OF ACCOUNTING, AND FINANCIAL STATEMENT PRESENTATION: The government-wide financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*, as are the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are reported using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be *available* when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Grant revenues are considered to be available when all eligibility requirements imposed by the provider have been met. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures and select compensated absences are recorded only when payment is due.

Property taxes, intergovernmental revenue, charges for services and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. Only the portion of special assessments receivable due within the current fiscal period is considered to be susceptible to accrual as revenue of the current period. All other revenue items are considered to be measurable and available only when cash is received by the Township.

The Township reports the following major governmental fund:

The *General Fund* is the Township's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

TOWNSHIP OF BIG CREEK  
NOTES TO FINANCIAL STATEMENTS (CONTINUED)  
YEAR ENDED MARCH 31, 2008

NOTE B - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

MEASUREMENT FOCUS BASIS OF ACCOUNTING AND FINANCIAL STATEMENT PRESENTATION (CONTINUED)

The Township reports the following non-major governmental fund:

Road Improvement

Additionally, the Township reports the following fiduciary fund type:

*Agency Funds* are used to account for assets held on behalf of outside parties, including other governments.

Property tax revenues are recognized as follows:

Properties are assessed as of December 31 and the related property taxes are levied on December 1 of the following year. These taxes are due on February 15; uncollected amounts are subsequently added to the county delinquent tax rolls. A county revolving fund normally pays the balance of the Township's tax levy by May 31 of each year. In accordance with GASB 33 "Accounting and Financial Reporting for Nonexchange Transactions", the Township records the property tax revenue when it becomes an enforceable legal claim for the Township. Therefore, all taxes levied on December 1, 2007, are recorded as revenue in the current year. The Township's taxable value for the 2007 tax year totaled \$94,994,152.

The tax rates for the year ended March 31, 2008, were as follows:

<u>PURPOSE</u>	<u>RATE/ASSESSED VALUATION</u>
General	.8635 mills per \$1,000
Road Improvement	Special Assessment

BUDGETS - Public Act 621 of 1978 as amended provides that a local unit shall not incur expenditures in excess of the amount appropriated. The approved budgets of the Township for budgetary funds were adopted on a fund level. Budgets are normally formulated during January and February of each year and a budget hearing is held in March. The board normally adopts the budget just prior to April 1. Amendments are made to the budgets when determined to be necessary throughout the year. Unused appropriations for budgeted activities lapse at the end of the year. The budget amounts shown in the financial statements are the final authorized amounts as revised during the year.

ESTIMATES - The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

TOWNSHIP OF BIG CREEK  
NOTES TO FINANCIAL STATEMENTS (CONTINUED)  
YEAR ENDED MARCH 31, 2008

NOTE B - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

CAPITAL ASSETS - Capital assets, which include property, plant, equipment, and infrastructure assets (e.g., roads, bridges, sidewalks, and similar items), are reported in the applicable governmental or business-type activities column in the government-wide financial statements. Capital assets are defined by the government as assets with an initial, individual cost of more than \$500 and an estimated useful life in excess of two years. Such assets are valued at cost where historical records are available and at an estimated historical cost where no historical records exists. Donated capital assets are valued at their estimated fair value on the date received.

The cost of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized. Improvements are capitalized and depreciated over the remaining useful lives of the related capital assets, as applicable.

No interest expense has been incurred or capitalized on capital assets reported in proprietary funds.

Depreciation on the capital assets (including infrastructure), is computed using the straight-line or sum-of-the-years digits method over the following estimated useful lives:

	<u>Years</u>
Land improvements	20
Buildings	30-50
Public domain infrastructure	8-50
Equipment	3-20

LONG-TERM OBLIGATIONS - In the government-wide financial statements, the long-term debt and other long-term obligations are reported as liabilities. For new bond issuances after the implementation of GASB Statement No. 34, bond premiums and discounts, as well as issuance costs, are deferred and amortized over the life of the bonds using the straight-line method which approximates the effective interest method. Bonds payable are reported net of the applicable bond premium or discount.

In the fund financial statements, governmental fund types recognize bond premiums and discounts, as well as bond issuance costs, during the current period. The face amount of debt issued is reported as other financing sources. Premiums received on debt issuances are reported as other financing uses. Issuance costs, whether or not withheld from the actual debt proceeds received, are reported as debt service expenditures. Currently, the Township has no outstanding long-term obligations.

TOWNSHIP OF BIG CREEK  
NOTES TO FINANCIAL STATEMENTS (CONTINUED)  
YEAR ENDED MARCH 31, 2008

NOTE C - CASH AND INVESTMENTS

The captions on the balance sheets related to deposits and investments are as follows:

	<u>Checking &amp; Savings</u>
Governmental Activities	\$ 63,008
Agency funds	<u>83,596</u>
Total	<u><u>\$ 146,604</u></u>

Deposits - At year-end, the carrying amount of the Township's deposits was \$146,604 and the bank balance was \$151,677. According to Section 330.8 of the Federal Deposit Insurance Corporation Rules and Regulations, 100% of the total bank balance was covered by federal depository insurance.

The Government Accounting Standards Board Statement No. 3 risk disclosures for Big Creek Township's cash deposits are as follows:

	<u>Carrying Amount</u>	<u>Bank Balance</u>
Insured (FDIC)	\$ 146,604	\$ 151,677
Uninsured and Uncollateralized	-0-	-0-
Total Deposits	<u><u>\$ 146,604</u></u>	<u><u>\$ 151,677</u></u>

Custodial Credit Risk

Custodial credit risk for deposits is the risk that, in the event of the failure of a depository financial institution, a government will not be able to recover its deposits or will not be able to recover collateral securities that are in the possession of an outside party. Michigan law and the Township's investment policy do not contain legal or policy requirements that would limit the exposure to custodial credit risk for investments. With respect to investments, custodial credit risk generally applies only to direct investments in marketable securities. Custodial credit risk does not apply to local government's indirect investment in securities through the use of mutual funds or government investment pools.

Interest Rate Risk

The Township has not adopted a policy that indicates how the Township will minimize interest rate risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates, by limiting the weighted average maturity of its investment portfolio to less than a given period of time.



TOWNSHIP OF BIG CREEK  
NOTES TO FINANCIAL STATEMENTS (CONTINUED)  
YEAR ENDED MARCH 31, 2008

NOTE C - CASH AND INVESTMENTS (CONTINUED)

Concentration of Credit Risk

The Township has not adopted a policy that indicates how the Township will minimize concentration of credit risk, which is the risk of loss attributed to the magnitude of the Township's investment in a single issuer, by diversifying the investment portfolio so that the impact of potential losses from any one type of security or issuer will be minimized.

Investments - P.A. 20 of 1943, authorizes the Township to deposit and invest in the following:

- a. Bonds and other direct obligations of the United States or its agencies.
- b. Certificates of deposit, savings accounts, deposit accounts, or depository receipts of federally insured banks, insured savings and loan associations or credit unions insured by the national credit union administration that are eligible to be depository of surplus money belonging to the State under section 5 or 6 of act 105, PA 1855, as amended (MCL 21.145 and 21.146).
- c. Commercial paper rated at time of purchase within the three highest classifications established by not less than two standard rating services. Maturity cannot be more than 270 days after purchase.
- d. United States governmental or Federal agency obligation repurchase agreements.
- e. Bankers' acceptance of United States banks.
- f. Mutual funds composed of investments which are legal for direct investments by local units of government in Michigan.

NOTE D - EXCESS OF EXPENDITURES OVER APPROPRIATIONS IN BUDGETARY FUNDS

During the year ended March 31, 2008 the Township incurred expenditures in excess of the amounts appropriated in the General Fund as follows:

<u>Fund</u>	<u>Budgeted</u>	<u>Actual</u>	<u>Variance</u>
General Fund:			
Fire Department	\$ 30,000	\$ 31,139	\$ (1,139)
Sanitation	\$ 55,000	\$ 60,925	\$ (5,925)

NOTE E - DUE FROM OTHER UNITS OF GOVERNMENT

Due from other units of government consists of Mio Ausable Schools of \$467, County of Oscoda of \$1,728 and State revenue of \$36,315, totaling \$38,510.

TOWNSHIP OF BIG CREEK  
NOTES TO FINANCIAL STATEMENTS (CONTINUED)  
YEAR ENDED MARCH 31, 2008

NOTE F - CAPITAL ASSETS

Capital asset activity for the year ended March 31, 2008 was as follows:

<u>Primary Government</u>	<u>Beginning of year</u>	<u>Increases</u>	<u>Decreases</u>	<u>End of Year</u>
Governmental activities:				
Land	<u>\$ 148,796</u>	<u>\$ -0-</u>	<u>\$ -0-</u>	<u>\$ 148,796</u>
Total capital Assets, not being depreciated	<u>148,796</u>	<u>-0-</u>	<u>-0-</u>	<u>148,796</u>
Capital assets, being depreciated:				
Building and improvements	529,554	2,500	-0-	532,054
Vehicles and equipment	<u>225,456</u>	<u>2,862</u>	<u>-0-</u>	<u>228,318</u>
Total capital assets, being depreciated	<u>755,010</u>	<u>5,362</u>	<u>-0-</u>	<u>760,372</u>
Less accumulated depreciation for:				
Buildings and improvements	87,531	16,970	-0-	104,501
Vehicles and equipment	<u>119,710</u>	<u>21,426</u>	<u>-0-</u>	<u>141,136</u>
Total accumulated depreciation	<u>207,241</u>	<u>38,396</u>	<u>-0-</u>	<u>245,637</u>
Net capital assets, being depreciated	<u>547,769</u>	<u>(33,034)</u>	<u>-0-</u>	<u>514,735</u>
Net governmental activities capital assets	<u>\$ 696,565</u>	<u>\$ (33,034)</u>	<u>\$ -0-</u>	<u>\$ 663,531</u>

Depreciation expense was charged to functions/programs of the primary government as follows:

Governmental activities:	
General government	\$ 15,774
Public safety	17,121
Parks and recreation	<u>5,501</u>
Total depreciation expense - governmental activities	<u>\$ 38,396</u>

TOWNSHIP OF BIG CREEK  
NOTES TO FINANCIAL STATEMENTS (CONTINUED)  
YEAR ENDED MARCH 31, 2008

NOTE G - PARTIAL SELF-INSURANCE

The Township is a member of the Michigan Township Participating Plan. Under most circumstances, the municipality's maximum coverage is limited as follows:

<u>Type</u>	<u>Limit</u>	<u>Deductible</u>
Property	\$ 1,130,045	100
Liability	2,000,000	-0-
Errors and Omission	2,000,000	-0-
Law Enforcement	2,000,000	-0-
Automobiles	2,000,000	100
Crime	10,000	-0-
Inland Marine	92,000	100
Workmen's Compensation	STATUTORY	-0-

NOTE H - JOINT VENTURE - UTILITY AUTHORITY

The Township is a participant in a joint venture with Mentor Township. The Big Creek-Mentor Utility Authority operates a joint township water and sewer system. Each of the townships appoint two members to the Utility Authority Board, these four members then appoint the fifth member from the residents of the two townships. The Utility Authority is being funded by two Community Development Block Grants totaling \$809,500, a Farmers Home Administration loan of \$2,000,000, a Farmers Home Administration grant of \$4,000,000, and a State of Michigan Department of Public Health grant of \$2,450,000.

At March 31, 2007 the Utility Authority had assets of \$8,868,387 which consisted of cash totaling \$283,817, receivables of \$297,337, and capitalized construction costs of \$8,135,316 (net). Liabilities were \$2,139,214 and equity was \$6,729,173. Complete separate financial statements for the Utility Authority are available at the Big Creek - Mentor Utility Authority, P.O. Box 99, Mio, Michigan 48647.

NOTE I - JOINT VENTURE - FIRE PROTECTION

Big Creek Township is a participant in a joint venture, Tri-Town Fire Department, with the Townships of Mentor and Elmer for the purpose of providing fire protection services to the residents of the townships. The Tri-Town Fire Board is composed of the Supervisor of each of the three townships, two township board members from Big Creek Township and one township board member from each of Mentor Township and Elmer Township.

**REQUIRED  
SUPPLEMENTARY  
INFORMATION**

TOWNSHIP OF BIG CREEK  
STATEMENT OF REVENUE, EXPENDITURES AND  
CHANGES IN FUND BALANCE  
BUDGET AND ACTUAL - GENERAL FUND  
YEAR ENDED MARCH 31, 2008

	Original Budget	Final Amended Budget	Actual	Variance Favorable (Unfavorable)
Revenues:				
Taxes and assessments	\$ 76,000	\$ 76,000	\$ 81,327	\$ 5,327
Intergovernmental	238,088	238,088	253,938	15,850
Charges for services	7,430	7,430	7,601	171
Rent	14,500	14,500	12,381	(2,119)
Interest	100	100	1,084	984
Other	<u>1,450</u>	<u>1,450</u>	<u>1,169</u>	<u>(281)</u>
Total Revenues	<u>337,568</u>	<u>337,568</u>	<u>357,500</u>	<u>19,932</u>
Expenditures:				
General government	223,850	223,850	171,272	52,578
Fire	80,261	80,261	81,400	(1,139)
Sanitation	55,000	55,000	60,925	(5,925)
Highways and streets	17,500	17,500	16,924	576
Parks & recreation	<u>8,000</u>	<u>8,000</u>	<u>5,668</u>	<u>2,332</u>
Total Expenditures	<u>384,611</u>	<u>384,611</u>	<u>336,189</u>	<u>48,422</u>
Excess:				
Revenue over (under) expenditures	(47,043)	(47,043)	21,311	68,354
Fund Balance April 1	<u>110,993</u>	<u>110,993</u>	<u>173,180</u>	<u>62,187</u>
Fund Balance - March 31	<u>\$ 63,950</u>	<u>\$ 63,950</u>	<u>\$ 194,491</u>	<u>\$ 130,541</u>

TOWNSHIP OF BIG CREEK  
GENERAL FUND  
STATEMENT OF REVENUES - COMPARED TO BUDGET  
YEAR ENDED MARCH 31, 2008

	<u>Original Budget</u>	<u>Final Amended Budget</u>	<u>Actual</u>	<u>Variance Favorable (Unfavorable)</u>
Revenues:				
Taxes and Assessments:				
General property taxes	\$ 76,000	\$ 76,000	\$ 81,327	\$ 5,327
Total Taxes and Assessments	<u>76,000</u>	<u>76,000</u>	<u>81,327</u>	<u>5,327</u>
Intergovernmental:				
Federal Title I	-0-	-0-	14,077	14,077
Swamp tax	444	444	2,172	1,728
State shared revenue	231,000	231,000	231,108	108
State Metro Act	<u>6,644</u>	<u>6,644</u>	<u>6,581</u>	<u>(63)</u>
Total Intergovernmental	<u>238,088</u>	<u>238,088</u>	<u>253,938</u>	<u>15,850</u>
Charges for Services:				
Fees	<u>7,430</u>	<u>7,430</u>	<u>7,601</u>	<u>171</u>
Total Charges for Services	<u>7,430</u>	<u>7,430</u>	<u>7,601</u>	<u>171</u>
Rent and Royalties	<u>14,500</u>	<u>14,500</u>	<u>12,381</u>	<u>(2,119)</u>
Interest	<u>100</u>	<u>100</u>	<u>1,084</u>	<u>984</u>
Other:				
Sale of cemetery lots	1,000	1,000	705	(295)
Reimbursements	<u>450</u>	<u>450</u>	<u>464</u>	<u>14</u>
Total Other	<u>1,450</u>	<u>1,450</u>	<u>1,169</u>	<u>(281)</u>
Total Revenue	<u>\$ 337,568</u>	<u>\$ 337,568</u>	<u>\$ 357,500</u>	<u>\$ 19,932</u>

TOWNSHIP OF BIG CREEK  
GENERAL FUND  
STATEMENT OF EXPENDITURES - COMPARED TO BUDGET  
YEAR ENDED MARCH 31, 2008

	<u>Original Budget</u>	<u>Final Amended Budget</u>	<u>Actual</u>	<u>Variance Favorable (Unfavorable)</u>
General Government				
Township Board:				
Salaries-Board	\$ 5,250	\$ 5,250	\$ 5,250	\$ -0-
Payroll taxes	9,200	9,200	7,774	1,426
Supplies	300	300	145	155
Legal and audit	8,000	8,000	3,500	4,500
Insurance	17,000	17,000	15,538	1,462
Dues	3,000	3,000	1,812	1,188
Education	200	200	-0-	200
Miscellaneous	1,400	1,400	278	1,122
Capital outlay	<u>10,000</u>	<u>10,000</u>	<u>2,057</u>	<u>7,943</u>
Total Township Board	<u>54,350</u>	<u>54,350</u>	<u>36,354</u>	<u>17,996</u>
Township Supervisor:				
Salary	16,500	16,500	16,560	(60)
Salary-Clerical	1,000	1,000	285	715
Office supplies	1,500	1,500	758	742
Education	<u>350</u>	<u>350</u>	<u>30</u>	<u>320</u>
Total Township Supervisor	<u>19,350</u>	<u>19,350</u>	<u>17,633</u>	<u>1,717</u>
Election Board:				
Salaries	-0-	-0-	971	(971)
Supplies	2,500	2,500	989	1,511
Education	<u>2,500</u>	<u>2,500</u>	<u>165</u>	<u>2,335</u>
Total Election Board	<u>5,000</u>	<u>5,000</u>	<u>2,125</u>	<u>2,875</u>
Township Assessor:				
Salary	16,800	16,800	14,000	2,800
Office supplies	500	500	1,753	(1,253)
Education	<u>350</u>	<u>350</u>	<u>95</u>	<u>255</u>
Total Township Assessor	<u>17,650</u>	<u>17,650</u>	<u>15,848</u>	<u>1,802</u>
Township Clerk:				
Salary - Clerk	16,500	16,500	16,500	-0-
Salary - Deputy	3,500	3,500	3,553	(53)
Office supplies	2,400	2,400	1,215	1,185
Education	<u>300</u>	<u>300</u>	<u>-0-</u>	<u>300</u>
Total Township Clerk	<u>22,700</u>	<u>22,700</u>	<u>21,268</u>	<u>1,432</u>

TOWNSHIP OF BIG CREEK  
GENERAL FUND  
STATEMENT OF EXPENDITURES - COMPARED TO BUDGET  
YEAR ENDED MARCH 31, 2008

	<u>Original Budget</u>	<u>Final Amended Budget</u>	<u>Actual</u>	<u>Variance Favorable (Unfavorable)</u>
General Government (continued)				
Township Treasurer:				
Salary - treasurer	\$ 16,500	\$ 16,500	\$ 16,500	\$ -0-
Salary - deputy	6,500	6,500	2,926	3,574
Office supplies	4,500	4,500	3,089	1,411
Tax statements	16,000	16,000	9,562	6,438
Education	<u>300</u>	<u>300</u>	<u>-0-</u>	<u>300</u>
Total Township Treasurer	<u>43,800</u>	<u>43,800</u>	<u>32,077</u>	<u>11,723</u>
Board of Review:				
Salaries	1,200	1,200	900	300
Supplies	<u>100</u>	<u>100</u>	<u>27</u>	<u>73</u>
Total Board of Review	<u>1,300</u>	<u>1,300</u>	<u>927</u>	<u>373</u>
Township Hall:				
Salaries	1,500	1,500	320	1,180
Supplies	1,500	1,500	3,078	(1,578)
Street lights	18,700	18,700	20,181	(1,481)
Contract services	2,500	2,500	1,850	650
Repair & maintenance	-0-	-0-	1,824	(1,824)
Utilities	6,500	6,500	5,813	687
Capital outlay	<u>20,000</u>	<u>20,000</u>	<u>3,280</u>	<u>16,720</u>
Total Township Hall	<u>50,700</u>	<u>50,700</u>	<u>36,346</u>	<u>14,354</u>
Cemetery:				
Salaries	3,000	3,000	5,283	(2,283)
Supplies	1,350	1,350	597	753
Contract services	4,500	4,500	2,718	1,782
Utilities	<u>150</u>	<u>150</u>	<u>96</u>	<u>54</u>
Total Cemetery	<u>9,000</u>	<u>9,000</u>	<u>8,694</u>	<u>306</u>
Total General Government	<u>223,850</u>	<u>223,850</u>	<u>171,272</u>	<u>52,578</u>



TOWNSHIP OF BIG CREEK  
GENERAL FUND  
STATEMENT OF EXPENDITURES - COMPARED TO BUDGET  
YEAR ENDED MARCH 31, 2008

	<u>Original Budget</u>	<u>Final Amended Budget</u>	<u>Actual</u>	<u>Variance Favorable (Unfavorable)</u>
Fire				
Fire Department:				
Salaries	\$ 14,100	\$ 14,100	\$ 11,249	\$ 2,851
Supplies	2,000	2,000	7,869	(5,869)
Contract services	1,800	1,800	1,550	250
Insurance	1,300	1,300	1,017	283
Utilities	5,100	5,100	5,206	(106)
Education	2,000	2,000	2,615	(615)
Capital outlay	<u>3,700</u>	<u>3,700</u>	<u>1,633</u>	<u>2,067</u>
Total Fire Department	30,000	30,000	31,139	(1,139)
Tri-Town Fire Department	<u>50,261</u>	<u>50,261</u>	<u>50,261</u>	<u>-0-</u>
Total Fire	<u>80,261</u>	<u>80,261</u>	<u>81,400</u>	<u>(1,139)</u>
Sanitation				
Transfer site	35,000	35,000	35,674	(674)
Big Creek-Mentor Utility Authority	<u>20,000</u>	<u>20,000</u>	<u>25,251</u>	<u>(5,251)</u>
Total Sanitation	<u>55,000</u>	<u>55,000</u>	<u>60,925</u>	<u>(5,925)</u>
Highways and Streets				
Road Improvements	<u>17,500</u>	<u>17,500</u>	<u>16,924</u>	<u>576</u>
Total Highway and Streets	<u>17,500</u>	<u>17,500</u>	<u>16,924</u>	<u>576</u>
Parks & Recreation				
Salaries	4,200	4,200	3,903	297
Supplies	3,200	3,200	1,249	1,951
Utilities	<u>600</u>	<u>600</u>	<u>516</u>	<u>84</u>
Total Parks & Recreation	<u>8,000</u>	<u>8,000</u>	<u>5,668</u>	<u>2,332</u>
Total Expenditures	<u>\$ 384,611</u>	<u>\$ 384,611</u>	<u>\$ 336,189</u>	<u>\$ 48,422</u>

BIG CREEK TOWNSHIP  
ROAD IMPROVEMENT FUND  
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - BUDGET AND ACTUAL  
YEAR ENDED MARCH 31, 2008

	<u>Original Budget</u>	<u>Final Amended Budget</u>	<u>Actual</u>	<u>Variance Favorable (Unfavorable)</u>
Revenue:				
Property taxes	\$ 1,325	\$ 1,325	\$ 1,325	\$ -0-
Total Revenue	<u>1,325</u>	<u>1,325</u>	<u>1,325</u>	<u>-0-</u>
Expenditures:				
Road improvements	<u>1,325</u>	<u>1,325</u>	<u>1,220</u>	<u>105</u>
Total Expenditures	<u>1,325</u>	<u>1,325</u>	<u>1,220</u>	<u>105</u>
Excess:				
Revenue over (under) expenditures	-0-	-0-	105	105
Fund balance (deficit) January 1	<u>-0-</u>	<u>-0-</u>	<u>887</u>	<u>887</u>
Fund balance (deficit) December 31	<u>\$ -0-</u>	<u>\$ -0-</u>	<u>\$ 992</u>	<u>\$ 992</u>



James M. Anderson, P.C.

CERTIFIED PUBLIC ACCOUNTANT

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**COMMUNICATION OF SIGNIFICANT DEFICIENCIES  
AND MATERIAL WEAKNESSES**

September 4, 2008

Township Board  
Big Creek Township  
Oscoda County, Michigan

In planning and performing my audit of the financial statements of the governmental activities and each major fund of the Township of Big Creek, Michigan as of and for the year ended March 31, 2008, in accordance with auditing standards generally accepted in the United States of America, I considered Big Creek Township's internal control over financial reporting as a basis for designing my auditing procedures for the purpose of expressing my opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the governmental unit's internal control. Accordingly I do not express an opinion on the effectiveness of the governmental unit's internal control.

My consideration of internal control was for the limited purpose described in the preceding paragraph and would not necessarily identify all deficiencies in internal control that might be significant deficiencies or material weaknesses. However, as discussed below, I identified certain deficiencies in internal control that I consider to be material weaknesses.

A control deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A significant deficiency is a control deficiency, or a combination of control deficiencies, that adversely affects the entity's ability to initiate, authorize, record, process, or report financial data reliably in accordance with generally accepted accounting principles such that there is more than a remote likelihood that a misstatement of the entity's financial statements that is more than inconsequential will not be prevented or detected by the entity's internal control. I consider the following deficiencies to be significant deficiencies in internal control.

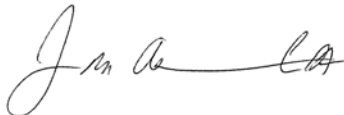
The relatively small number of people involved in the accounting functions of the Township and the design of the accounting system as developed by the state make it difficult to adequately segregate duties. Segregation of accounting duties is a fundamental method of strengthening internal control. However, in deciding what internal control procedures should be implemented, the Township Board must consider the costs of implementing them and weigh those costs against the benefits to be derived from their implementation.

All Michigan governments are required to prepare financial statements in accordance with generally accepted accounting principals (GAAP). This is a responsibility of the Township's management. The preparation of financial statements in accordance with GAAP requires internal controls over both (1) recording, processing, and summarizing accounting data (i.e., maintaining internal books and records), and (2) reporting government-wide and fund financial statements, including the related footnotes (i.e., external financial reporting). As is the case with most small and medium-sized entities, the Township has historically relied on its independent external auditor to assist in the preparation of the government-wide financial statements and footnotes as part of its external financial reporting process. Accordingly, the Township's ability to prepare financial statements in accordance with GAAP is based, in part, on its reliance on its external auditors, who cannot, by definition, be considered a part of the government's internal controls. This condition was caused by the Township's determination that it is more cost effective to outsource the preparation of its annual financial statements to the auditors than to incur the time and expense of obtaining the necessary training and expertise required for the Township to perform this task internally.

A material weakness is a significant deficiency, or a combination of significant deficiencies, that results in more than a remote likelihood that a material misstatement of the financial statements will not be prevented or detected by the Township's internal control. I believe that the deficiencies described above are material weaknesses.

In addition, I noted other matters involving the internal control and its operation that I have reported to the management of Big Creek Township in a separate letter dated September 4, 2008.

This communication is intended solely for the information and use of the Board and others within the organization. This restriction is not intended to limit the distribution of the report, which is a matter of public record.

A handwritten signature in cursive script, appearing to read "James M. Anderson".

JAMES M. ANDERSON, P.C.  
CERTIFIED PUBLIC ACCOUNTANT

**TOWNSHIP OF BIG CREEK**

**REPORT TO MANAGEMENT**

**MARCH 31, 2008**



## James M. Anderson, P.C.

CERTIFIED PUBLIC ACCOUNTANT

P.O. Box 255 • Roscommon, MI 48653

Phone: (989) 563-2450 • Fax: (989) 563-3471 • E-mail: jma@m33access.com

September 4, 2008

Township Board  
Big Creek Township  
Oscoda County, Michigan

In planning and performing my audit of the financial statements of the Township of Big Creek, Oscoda County, as of and for the year ended March 31, 2008, I considered the Township's accounting, operational, and internal control procedures to determine the nature and extent of my audit testing for the purpose of expressing an opinion on the financial statements of the Township and not to provide assurance on the procedures themselves.

I did however, during the course of my audit, become aware of certain matters that are opportunities for enhancing those procedures or controls. The memorandum that accompanies this letter summarizes my comments and suggestions regarding those matters. This letter does not affect my report dated September 4, 2008, on the financial statements of the Township of Big Creek.

I have already discussed these comments and suggestions with the Township's personnel, and I will be pleased to discuss them in further detail at your convenience, and/or to perform any additional studies of these matters, should you so desire.

Sincerely,

A handwritten signature in dark ink, appearing to read "J M Anderson".

JAMES M. ANDERSON, P.C.  
CERTIFIED PUBLIC ACCOUNTANT

**BIG CREEK TOWNSHIP  
COMMENTS AND RECOMMENDATIONS  
MARCH 31, 2008**

**Bank Reconciliations**

Bank reconciliations for the checking accounts are now being done, however, copies of the bank reconciliations are not being maintained after the reconciliation process is complete. I recommend that a copy of each month's bank reconciliation be maintained and filed with the bank statement.



## James M. Anderson, P.C.

CERTIFIED PUBLIC ACCOUNTANT

P.O. Box 255 • Roscommon, MI 48653

Phone: (989) 563-2450 • Fax: (989) 563-3471 • E-mail: jma@m33access.com

September 4, 2008

Township Board  
Big Creek Township  
Oscoda County, MI

Dear Board Members:

I have audited the financial statements of each major fund and the aggregate remaining fund information of the Township of Big Creek for the year ended March 31, 2008, and have issued my report thereon dated September 4, 2008. Professional standards require that I provide you with the following information related to my audit.

### My Responsibility Under U.S. Generally Accepted Auditing Standards and *Government Auditing Standards*

As stated in my engagement letter dated September 3, 2008, my responsibility, as described by professional standards, is to plan and perform my audit to obtain reasonable, but not absolute, assurance about whether the financial statements are free of material misstatement and are fairly presented in accordance with U.S. generally accepted accounting standards. Because an audit is designed to provide reasonable, but not absolute assurance and because I did not perform a detailed examination of all transactions, there is a risk that material misstatements may exist and not be detected by me.

As part of my audit, I considered the internal control of the Township of Big Creek. Such considerations were solely for the purpose of determining my audit procedures and not to provide any assurance concerning such internal control.

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, I performed tests of Big Creek Township's compliance with certain provisions of laws, regulations, contracts, and grants. However, the objective of my tests was not to provide an opinion on compliance with such provisions.

### Significant Accounting Policies

Management is responsible for the selection and use of appropriate accounting policies. In accordance with the terms of my engagement letter, I will advise management about the appropriateness of accounting policies and their application. The significant accounting policies used by the Township of Big Creek are described in Note A to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during the year. I noted no transactions entered into by the Township of Big Creek during the year that were both significant and unusual, and of which, under professional standards, I am required to inform you, or transactions for which there is a lack of authoritative guidance or consensus.



#### Accounting Estimates

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected.

#### Audit Adjustments

For purposes of this letter, professional standards define an audit adjustment as a proposed correction of the financial statements that, in my judgment, may not have been detected except through my auditing procedures. An audit adjustment may or may not indicate matters that could have a significant effect on Big Creek Township's financial reporting process (that is, cause future financial statements to be materially misstated). In my judgment, none of the adjustments I proposed, whether recorded or unrecorded by the Township of Big Creek, either individually or in the aggregate, indicate matters that could have a significant effect on Big Creek Township's financial reporting process.

#### Disagreements with Management

For purposes of this letter, professional standards define a disagreement with management as a matter, whether or not resolved to my satisfaction, concerning a financial accounting, reporting, or auditing matter that could be significant to the financial statements or the auditor's report. I am pleased to report that no such disagreements arose during the course of my audit.

#### Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves applications of an accounting principle to the governmental unit's financial statements or a determination of the type of auditors' opinion that may be expressed on those statements, my professional standards require the consulting accountant to check with me to determine that the consultant has all the relevant facts. To my knowledge, there were no such consultations with other accountants.

#### Issues Discussed Prior to Retention of Independent Auditors

I generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Big Creek Township's auditor. However, these discussions occurred in the normal course of my professional relationship and my responses were not a condition to my retention.

Township Board  
Big Creek Township  
September 4, 2008  
Page 3

Difficulties Encountered in Performing the Audit

I encountered no significant difficulties in dealing with management in performing my audit.

This information is intended solely for the use of management, Township Board and the Michigan Department of Treasury and is not intended to be and should not be used by anyone other than these specified parties.

A handwritten signature in cursive script, appearing to read "J M Anderson".

James M. Anderson, P.C.  
Certified Public Accountant